PROGRAM DIRECTOR (PD) DEVELOPMENT SYSTEM TO IMPROVE PROGRAM AND INSTITUTIONAL OUTCOMES

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Abstract

Description of the Problem

Designated Institutional Officials (DIOs) are faced with growing complexity of ACGME requirements, compounded by increased turnover and decreased level of experience of PDs. This can make it difficult for programs to maintain accreditation and educational excellence.

Pertinence to GME

PDs are the key to a successful GME program, both in its effectiveness as an educational program and its ability to maintain RRC accreditation. Maximizing the effectiveness of PDs is in the best interest of the residents, the programs and the institution.

Description of the Educational Innovation

Our institution developed a comprehensive PD Development system which provides immediate skills and tools for new PDs and builds on them to keep experienced PDs up to date. It starts with a standardized, detailed, one-on-one orientation with the DIO that provides PDs with a clear understanding of their duties as well as a starting tool kit (PD Disk and institutional web site with a variety of resources) and continues with PD education at monthly GMEC meetings and at an annual PD Development offsite.

Conclusions/Summary/Implications

Since the implementation of this system, all programs have maintained full accreditation with an average cycle length of 4.8 years (compared to the national average of 3.3 years). PDs feel much more confident and competent in their leadership in a shorter time period than previously. The program has expanded to include Associate PDs as well.

PD Development System

Item	Description
New PD Orientation Session (See Below)	Extensive one-on-one meeting with the DIO and Program Manager to introduce new PD to his/her duties, review program requirements and current issues and distribute PD tool kit.
Resources/Tools for PDs	PD Resource CD (see below), Institution's GME web site, ACGME web site; Dean and Staff.
Annual PD Development Offsite	One-day offsite with guest speakers and small group workshops that cover practical solutions for PDs to specific GME issues including program management, struggling residents, supervision, GME policies, duty hours, faculty development, competencies, etc.
Monthly GMEC Education (All PSs are Members)	Monthley GMEC has discussions on competencies, duty hours, supervision, feedback, dure process etc. New information from the ACGME is disseminated and program best practices are shared.

Item	Description
Annual Program Monitoring and PD Education System	PDs must do an annual report to the DIO using a standardized template that reviews the program's past performance, current GME status and potential problems and the PD's understanding of and compliance with competency implementation, duty hours and other GME policies. DIO uses his as annual educational session with the PDs.
DIO Site Visit Assistance	DIO Site meets with the PD periodically during the year prior to site visit to provide guidance to the PD on PIF preparation and education on how to conduct a successful site visit
Internal Reviews-Both of a PD's Program and by a PD of another Program	All PDs serve, on rotating basis, as Chair of an Internal Review Committe that is reviewing another program and all PDs have their own program reviewed by an IR committee. IRs use a standardized, competency-based protocol that is highly educational for the PD.
PD CME	PDs are required to attend a GME conference annually to enhance their GME knowledge and capabilities and to share this knowledge with other PDs at the GMEC.

New PD Orientation Session

REVIEW JOB DESCRIPTION
Review PDs Background: GME Experience, CV etc.
Review Commitment: Length of term, weekly hours, other jobs
Review PD duties and other GME jobs; GMEC meetings and subcommittees
PD development CME meetings

REVIEW of PD RESOURCES
PD manuals
SAUSHEC web site
   SAUSHEC policies
   Program link
   Program policies on Duty Hours and Supervision
ACGME and its web site
   Institutional requirements
   Common program requirements
   Program specific requirements

PIF and PIF Addendum
Outcomes Project and Toolbox
WebADS system and update

SAUSHEC'S ORGANIZATION
Institutional Bylaws
Dean's offices and Staff
Hospital Education Offices
Budgeting principles
Institutional Review letter
GMEC and its subcommittees
GME Policy Book
Due Process Policy
Duty Hours Policy
Resident Supervision Policy
Resident Grievance Policy and Ombuds system
Internal Review Protocol
Web-based GME Management tool
New Resident Orientation system
Graduation system

PROGRAM REVIEW
Past Performance
   Last RRC letter: issues, progress
   New issues & planning for next RRC site visit
   Internal Review: issues, progress
   DIO's Annual Program Review
   Annual Report of outside rotations
Program Organization
   Associate PD- selection; mentoring
   Program Coordinator
   Training Committee
   Mentor for each resident
Competency-based Goals & Objectives
   Program Curriculum
   Outside Rotations G&O for PLAs
   Graduation Paper Requirement
   Evaluation Tools

Remediation system/Due Process Policy
Supervision system
Duty Hours policy & Fatigue education
Training folder and documentation
End-of-year paperwork
Resident Training Agreement
Program Orientation Manual
Program Improvement Plan
   Annual evaluation of program
   Anonymous feedback from residents and graduates
   Faculty Development
Program issues in areas of
   Resident recruitment
   Resident progress
   Staffing number and mix
   Patient material/Caseload
   Budget

PD Resources CD

ACGME Standards
   Common Program Requirements
   Institutional Requirements
   Glossary of GME Terms
Internal Review Forms
   Internal Review Protocol
   Appointment Letter
   Notification Letter
   Program Direct Worksheet
   Faculty Questionnaire
   Trainee Questionnaire
   Committee Report
   Training File Guide
   Internal Review Master Slide
   Internal Review Follow-up Slide
Outcomes/Competencies Project
   Assessment Essentials
   Toolbox of Assessments
   Toolbox Table
   Competency Cards

Program Director Manuals
   ACGME; AMA; SAUSHEC
SAUSHEC Organization
   Bylaws & MOA
   Organizational Chart
   Commanders' Letter of Commitment to GME
SAUSHEC Policies
   GME Policy Book
   Duty Hours & Fatigue Education
   Resident Grievance
   Resident Supervision
   Resident Training Agreement
   Budget Principles
   Due Process
   Academic Action Template
   Annual Program Report Template
   Commanders' Research Award
   Program Letter of Agreement Template
   DoD Business Associate Agreement (BAA) with ACGME
   BAA Template for Program's outside rotations